

What if your strategy is right, but your **workforce can't deliver it?**

Most organisations don't have a strategy problem. They have an execution problem – hidden in the everyday conditions that enable or constrain performance.



Employees understand the strategy. The organisation struggles to deliver it.

ETS benchmark · favourable responses

Understanding of vision and role is relatively strong. But cross-functional working, operating systems and change management score far lower – the evidence points to a failure of execution, not strategy.



Strategy rarely cascades. It gets filtered and erodes on the way to delivery.

THE ASSUMPTION

Leaders set the strategy and expect it to flow cleanly through the organisation.



IT GETS FILTERED THROUGH

- Inconsistent manager capability
- Unclear communication
- Change fatigue
- Weak career pathways
- Low confidence in leadership



AND SHOWS UP AS

- High potentials disengage
- Managers overload
- Change loses momentum
- Succession pipelines thin out

They manage execution as a business risk – through four disciplined phases.

01

Diagnose

Understand what's really helping or blocking execution – from employee, leadership and behavioural evidence, not assumption.

02

Focus

Act on the few high-leverage issues – leadership confidence, communication, manager capability and trust – not generic plans.

03

Enable

Equip managers to make strategy real. They are where strategy becomes behaviour – or where it stalls.

04

Measure

Connect people data to outcomes – retention, succession, productivity, customer experience and growth.

Act on the right levers, and the business numbers move.

MARIA MALLABAND CARE GROUP

+13 %pts

Increase in employee enablement

Targeted people interventions measurably improved the workforce's ability to deliver the strategy.

PROVIDE COMMUNITY

+15%

Year-on-year growth – 7% above target

Leadership and culture interventions directly impacted strategic growth delivery.

Questions for your executive team

- 01 Do our people understand the strategy well enough to act on it?
- 02 Do our managers have the confidence and capability to lead through change?
- 03 Are our experienced employees energized, or quietly disengaging?
- 04 Do employees trust leaders to listen and to act?
- 05 Can we prove the link between employee experience and business performance?



The real risk may not be the strategy. It may be the conditions around the workforce expected to deliver it. ETS combines employee insight, business psychology and tailored interventions to help leaders act on what matters most.

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